



# Health Facilities Kaizen Event Report Out

By: HEROS

(**H**ighly-Motivated **E**mployees  
**R**ecreating **O**perational  
**S**tandards)

February 3, 2006

# Background

Steve Young

- **Why Kaizen?**

# Team Members

Aaron Schmidt

- Team leader Aaron Schmidt, DNR
- Sub-team leader Stephanie Jones, HF, Complaint Unit
- Consultant Jim Scott, Guidon
- Members J. Bennett, DIA, Health Facilities
- Thomas Lee, DIA, HF, Complaint Unit
- Kathy Kieler, DIA, HF, Long-Term Care
- Susan Odell, DIA, HF, Complaint Unit
- Sue Hackley, DIA, HF, Complaint Unit
- Dawn Fisk, DIA, HF, Complaint Unit
- Geri Paul, DIA, HF, Complaint Unit
- Tonya Amos, DEA, Long-Term Care Ombudsman's Office
- Rena` Shafer, CMS

# Kaizen Methodology

J Bennett

- Scope
- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities

# Objectives

Tonya Amos

1. Decrease the number of times an intake is touched.
2. Reduce the number of intakes processed, including utilization of outside resources.
3. Reduce the number of communications for any specific incident.
4. Improve timeliness and completeness of intake information gathering.
5. Ensure all complaint investigations are timely triaged and scheduled.
6. Improve efficiency of investigation assignments.
7. Improve the scheduling tasks.

# Goals

Kathy Kieler

1. Reduce intake rework by 70%.
2. Reduce the number of intakes by 50%.
3. Reduce the number of communications for any given contact by 50%.
4. Improve timeliness of information intake by 80%.
5. 100% of complaints are triaged appropriately and scheduled timely.
6. Reduce the time spent on scheduling by 80%.

# Old Process

Dawn Fisk

# New Process

Stephanie Jones



# Implemented

Sue Hackley

- Web based complaints
- No Packets
- Intake Specialist assignment
- Developed Standards / Parameters
- Streamlining
- Decreased handoffs and delays
- Decreased number of calls
- Increased percent handled live
- Improve use of database

# Results

Susan Odell

	Old	New	% Change
# of Steps	97	43	56%
# of Handoffs	22	11	50%
# of Decisions	19	5	74%
# of Delays	10	2	80%
% of Value-Add	4.6%	9.3%	- - -

# Homework

Geri Paul

Item	Item Description	Person Responsible	Due Date
1	9 dedicated versus Length of Rotation	J and Dawn	February 10, 2006
2	Check database compatibility	J and Dawn	3 months
3	DHS Batching	Susan, Dawn	February 6, 2006
4	Facilities, Self Report Form	Stephanie	February 14, 2006
5	Decision Tree for IS	Stephanie	February 6, 2006
6	Eliminate Backlog	Sue	February 10, 2006
7	E-Mail Packets	Geri	February 13, 2006
8	Give E-mail access via internet to surveyors	J and Dawn	February 6, 2006

# Team Member's Experience

Tom Lee

# Comments

Rena` Shafer

We welcome your  
questions and comments!